



# Department of Defense DIRECTIVE

NUMBER 5141.1

March 18, 1999

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(DA&M)

SUBJECT: Director, Program Analysis and Evaluation (PA&E)

References: (a) Title 10, United States Code

- (b) DoD Directive 5141.1, "Assistant Secretary of Defense (Program Analysis and Evaluation)," February 1, 1989 (hereby canceled)
- (c) [DoD Directive 5000.4](#), "OSD Cost Analysis Improvement Group (CAIG)," November 24, 1992
- (d) [DoD Directive 5118.3](#), "Under Secretary of Defense (Comptroller) (USD(C))/Chief Financial Officer (CFO), Department of Defense," January 6, 1997
- (e) DoD 5025.1-M, "DoD Directives System Procedures," August 1994, authorized by [DoD Directive 5025.1](#), June 24, 1994
- (f) [DoD Directive 8910.1](#), "Management and Control of Information Requirements," June 11, 1993

## 1. REISSUANCE AND PURPOSE

Under the authority vested in the Secretary of Defense by Section 113 of reference (a), this Directive reissues reference (b) to update the responsibilities, functions, relationships, and authorities of the Director, PA&E, as prescribed herein.

## 2. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Inspector General of the Department of Defense (IG, DoD), the Uniformed University of the Health Sciences, the Defense Agencies, and the DoD Field Activities (hereafter referred to collectively as the "DoD Components").

### 3. RESPONSIBILITIES AND FUNCTIONS

The Director, PA&E, is the principal staff assistant and advisor to the Under Secretary of Defense (Comptroller) (USD(C))/Chief Financial Officer (CFO), Department of Defense, and the Secretary and Deputy Secretary of Defense for matters pertaining to program analysis and evaluation. In this capacity, the Director, PA&E, shall:

3.1. Provide analysis and advice, make recommendations, and participate in the development of policies for and the operation of the Planning, Programming, and Budgeting System, including the fiscal and programmatic guidance upon which DoD program projections are based.

3.1.1. Manage the program review phase of the Planning, Programming, and Budgeting System; including serving as Executive Secretary of the Defense Resources Board (DRB) and Chairman of the Program Review Group (PRG).

3.1.2. In coordination with the Under Secretary of Defense (Policy), prepare the Defense Planning Guidance (DPG) and serve as Cochairman of the Defense Planning Advisory Group (DPAG).

3.2. Perform analyses and evaluations of alternative plans, programs, forces, personnel levels, and budget submissions in relation to projected threats, allied contributions, estimated costs, resource constraints, and U.S. defense objectives and priorities.

3.3. Review, analyze, evaluate, or initiate programs (including intelligence and classified programs), actions, and taskings to ensure adherence to DoD policies, standards, and national security objectives, and ensure that they are designed to accommodate operational requirements and promote the readiness and efficiency of the U.S. Armed Forces.

3.4. Ensure that the costs of DoD programs, including classified programs, are presented accurately and completely.

3.5. Provide guidance for and manage the operation and improvement of the DoD Future Years Defense Program (FYDP) system, including the Program Element Structure.

3.6. Assess the effects of DoD spending on the U.S. economy and evaluate alternative policies to ensure that the DoD program can be implemented efficiently.

3.7. Provide leadership in developing and promoting improved analytic tools, data, and methods for analyzing national security planning; the effectiveness of United States, allied, and threat forces; and the allocation of resources.

3.8. Serve on boards, committees, and other groups pertaining to the Director, PA&E's functional areas, and represent the USD(C)/CFO and Secretary of Defense on PA&E matters outside the Department of Defense.

3.9. In support of the Under Secretary of Defense (Acquisition and Technology), perform critical reviews of requirements, performance, and life-cycle costs of current and proposed weapon systems, including reviews of Analyses of Alternatives (AOAs) submitted within the Defense Acquisition Board review and milestone decision process. Provide advance guidance to the Military Departments on alternatives and analytic techniques employed in weapon system AOAs.

3.10. Provide leadership and support to the Cost Analysis Improvement Group, in accordance with DoD Directive 5000.4 (reference (c)).

3.11. Perform such other duties as the USD(C)/CFO and the Secretary of Defense may prescribe.

#### 4. RELATIONSHIPS

4.1. In the performance of assigned functions and responsibilities, the Director, PA&E, shall serve under the authority, direction, and control of the USD(C)/CFO, and shall:

4.1.1. Report to the USD(C)/CFO, in accordance with DoD Directive 5118.3 (reference (d)); however, substantive programmatic analysis, advice, and recommendations shall be submitted directly to the Secretary and Deputy Secretary of Defense.

4.1.2. Coordinate and exchange information with other OSD officials, heads of DoD Components, and Federal officials having collateral or related functions.

4.1.3. Use existing facilities and services of the Department of Defense or other Federal Agencies, when practicable, to avoid duplication and achieve maximum efficiency and economy.

4.2. Other OSD officials and Heads of DoD Components shall coordinate with the Director, PA&E, on all matters related to the responsibilities and functions cited in section 3., above.

## **5. AUTHORITIES**

The Director, PA&E, is hereby delegated authority to:

5.1. Issue DoD Instructions, DoD publications, and one-time directive-type memoranda, consistent with DoD 5025.1-M (reference (e)), that implement policy approved by the Secretary of Defense in assigned areas of responsibility. Instructions to the Military Departments shall be issued through the Secretaries of those Departments or their designees. Instructions to the Combatant Commands shall be communicated through the Chairman of the Joint Chiefs of Staff.

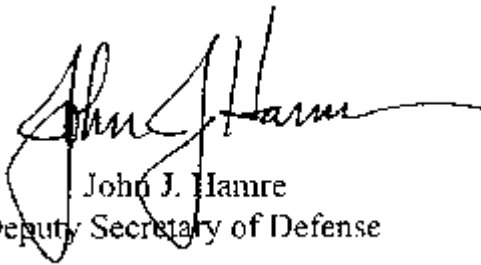
5.2. Obtain reports, information, advice, and assistance, consistent with DoD Directive 8910.1 (reference (f)), as necessary to carry out assigned functions.

5.3. Communicate directly with heads of DoD Components. Communications to Combatant Commanders shall be transmitted through the Chairman of the Joint Chiefs of Staff.

5.4. Communicate with other Government officials, representatives of the Legislative Branch, members of the public, and representatives of foreign governments, as appropriate, in carrying out assigned functions.

## **6. EFFECTIVE DATE**

This Directive is effective immediately.



John J. Hamre  
Deputy Secretary of Defense